

# **Service Excellence Case Study**

## **Introduction**

### **Miami-Dade County's Mission Statement**

"Delivering excellent public services that address our community's needs and enhance our quality of life."

### **Miami-Dade County's Guiding Principles**

- Customer-focused and Customer-driven
- Honest, Ethical and Fair to All
- Accountable and Responsive to the Public
- Diverse and Sensitive
- Efficient and Effective
- Committed to Development of Leadership in Public Service
- Innovative
- Valuing and Respectful of Each Other
- Action-oriented

### **Miami-Dade County's Strategic Themes**

- Ensure Miami-Dade County operates in a fiscally responsible and stable manner
- Improve the quality of life for all County residents
- Protect the safety and quality of Miami-Dade County's neighborhoods
- Continuously improve the performance and capabilities of County operations by maximizing technology, fostering innovation, and increasing access to and information regarding services
- Promote responsible and comprehensive policy development through effective planning for land use, transportation, and growth management
- Promote a healthy economy through business development, further economic diversification based on key industries, and by addressing economic disparities in our community
- Develop and maintain an effective transportation system
- Protect and preserve our unique environment
- Promote cooperation and coordination among all government services

## **Case Study # 2.2**

**Issue:** Results Oriented Government translates into Service Excellence

**Background:**

The Department of ABC “facts to know”

- 1,200 employees
- High turnover rate
- Average internal career growth opportunities
- Below satisfactory morale
- Budget-focused department with Customer Service not even on the radar screen
- Competent management with many “lifers” in key management positions
- 12-to-1 employee to supervisor ratio
- Diverse workforce
- Extremely sensitive to internal and external political pressures
- Executive Management Performance Appraisal implemented this month

**Instructions:** Break into groups, read and analyze the scenario below

**Time:** 20 minutes

**Player:** ABC Department Director

**Scenario:** The Department of ABC recently had their department director retire from DROP. A new department director hired from another County department has been brought on board. The new department director also understands that in her new role as a department director, she will be measured on such criteria as leadership, employee development, and customer service responsiveness. Just as the new department director started her new job, a letter from a County resident was published in The Miami Herald's Action Line that complained about her new department. Your "new" department was not responsive to the County resident's complaint. Before you even get to know your staff and their respective strengths and weaknesses, your department has been maligned in the media. That same afternoon, you get a call from your Assistant County Manager to fix the problem ASAP.

You soon come to realize that the customer's complaint is just a microcosm of much larger deficiencies within the department. With your knowledge of the County's mission statement, guiding principles, strategic themes AND how I will be measured against relating to results oriented government, **what do I do to handle the customer's complaint quickly and effectively, the negative press, and improve the department's image and morale?**

**Discuss in your group(s) and come up with some strategies to handle these multiple service excellence issues and recommend specific courses of action of what you would do if you were the new Department Director?**